Solicitation
for
DLAMP Class of 2006

What is the Defense Leadership and Management Program?

Implementing recommendations of the Commission on Roles and Missions, the Defense Leadership and Management Program (DLAMP) is a systematic program of "joint" civilian leader training, education, and development within and across the Department of Defense. It provides the framework for developing civilians with a DoD-wide capability, substantive knowledge of the national security mission, and strong leadership and management skills, thereby strengthening their potential to serve in key positions throughout the Department.

What can DLAMP participants and their supervisors expect?

This announcement contains a summary of program elements. All prospective applicants are advised to review the DLAMP website for additional information and program requirements.

Formal Education. Upon graduation, every DLAMP participant is expected to have a master's degree or equivalent advanced education (e.g., legal, medical degree) from an accredited institution.

- Participants who enter the program with a pre-existing advanced degree will be required to assess their past formal education with their supervisors and determine whether or not additional graduate courses in specific subjects are key to their success as future leaders in the Department. These employees will be afforded the opportunity to attend up to six graduate courses in business management and public policy areas at a college or university in their commuting area or online.
- A participant who enters the program without an advanced degree may earn one through professional military education (PME) attendance (where master's degrees are conferred) or through an accredited university on a full or part-time basis. A limited number of fellowships will be awarded each year to selected program participants to earn a master's degree on a full-time basis. Participants are expected to pursue this opportunity predominantly at local universities and colleges. Upon admission to DLAMP, eligible participants will compete further for fellowships and placement in degree-granting PME programs.

Professional Military Education (PME). All participants will complete:

- A foundation course in national security policy, strategy, and decision making.
- A senior-level course in PME from one of the Senior Service Schools or the National Defense University. Participants will compete for one of a limited number of seats in resident programs at the Army War College, College of Naval Warfare, Air War College, National War College, or Industrial College of the Armed Forces, or for the Army War College Distance Education Program.
  – Some PME activities require the participant to obtain a Top Secret clearance that may include a drug test.
  – PME institutions require students to be at the GS-14 or 15 (or equivalent) level. Eligibility is based on permanent grade.

Leadership Courses. All DLAMP participants will attend two courses in executive leadership, with a focus on leading in the Federal sector. Each course will include an individual assessment of the participant's executive qualifications, with feedback and coaching on the results.

Developmental Assignment. A joint or cross-Component assignment is highly encouraged.

Other Requirements.
- Participants are encouraged to be geographically, organizationally, and occupationally mobile in order to take full advantage of developmental opportunities and provide maximum benefit to DoD. Geographic mobility may be required for attendance at a resident PME program.
- Participants who attend long-term training (e.g., PME or full-time graduate study) are required to agree to serve in the Federal government for a minimum of three times the length of the program after completing their studies.

Additional Program Features.
- Program elements are designed to enhance one's qualifications for senior-level leadership positions; however, successful completion of the program does not guarantee promotion.
- All elements of the program will normally be accomplished within two to five years, depending on the participant's background. Upon admission, all participants will be assigned to one of three progression tracks (see DLAMP website for detailed information) designed to ensure continuous progress and timely completion of program elements.
- Participants' good standing in DLAMP is evaluated annually. To remain in good standing, participants must meet established standards for annual DLAMP activity.
- Travel and per diem associated with approved DLAMP activities are paid from centrally managed funds.

- Limited funding may be available to permit temporary backfill of positions vacated by participants attending a resident PME program or graduate school on a full-time basis, or while on developmental assignment.

Who can apply for DLAMP?

Eligibility Requirements. To be eligible to apply for admission to DLAMP, you must:
- Be a permanent, full-time civilian employee of the Department of Defense;
- Occupy, on a permanent basis, a position at grade GS-14 or 15, or equivalent (those in broad-banding systems or on grade retention should check with their personnel advisors). Senior GS-13s, with significant leadership and managerial experience, who have progressed in responsibility well ahead of their peers, and have clearly demonstrated experience that reflects high potential for senior leadership positions may also be considered; and
- Possess a baccalaureate degree from an accredited college or university, or be willing and able to earn a baccalaureate degree (without DLAMP funding) prior to beginning DLAMP activities.

What are the evaluation criteria for selection into DLAMP?

Selection Criteria. Each Component will establish a procedure to consider each applicant's potential for senior leadership positions in the Department of Defense. Selection criteria include:
- Office of Personnel Management Executive Core Qualifications (ECQ) described below (see *http://www.opm.gov/ses* for more information on the ECQs);
- Defense Criterion – Broad Defense Perspective (for more information, see *http://www.dtic.mil/jcs/core/title_10.html* on the Goldwater-Nichols Act of 1986);
- Educational history that demonstrates the ability or potential to complete the academic requirements of the program;
- Depth and breadth of experience in one or more of the broad functional areas in which DoD employs managers and leaders; and
- Supervisory recommendation addressing the employee's leadership and management skills and potential for senior leadership positions.

Executive Core Qualifications and Defense Criterion.

- **Leading Change**. Encompasses the ability to develop and implement an organizational vision, which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.
- **Leading People.** Involves the ability to design and implement strategies, which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.
- **Results Driven.** Stresses accountability and continuous improvement. Includes the ability to make timely and effective decisions and produce results through strategic planning and the implementation and evaluation of programs and policies.
- **Business Acumen.** Involves the ability to acquire and administer human, financial, material, and information resources in a manner, which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
- **Building Coalitions/Communication.** Involves the ability to explain, advocate and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.
- **Defense Criterion - Broad Defense Perspective.** Involves knowledge of the operational aspects of more than one major Defense organization (e.g., Departments of the Army, Navy, and Air Force and the Defense agencies) and an understanding of the world geo-political/military environment in planning, coordinating, and communicating toward mission accomplishment. It also involves the ability to incorporate joint service principles.

What are the application requirements?

Application Requirements. Applicants must apply through their Component. Specific guidance is available from the Component points of contact (contact information provided below). All applicants are required to furnish a nomination package (original and one copy) that includes:
- DLAMP Applicant Information Sheet (attached);
- Resume and education history (excluding education programs lasting less than two weeks) (three-page limit);
- Qualification Statement describing how you meet each of the ECQs and the Defense criterion (a separate paragraph for each criterion; three-page total limit);

- Supervisor's recommendation specifically addressing the employee's leadership and management skills and potential for senior leadership positions. The supervisor of a candidate at the GS-13 and equivalent level must thoroughly address how the candidate meets the criteria listed above under Eligibility Requirements;
- Transcripts for all education above the high school level (unofficial copies are acceptable); and
- Additional information as may be required by nominating Component or organization.

Is DLAMP right for me?

Additional Considerations. Applying for a long-term, academically-oriented, senior-level leadership development program such as DLAMP is an important step. The following information is provided to help potential applicants decide whether DLAMP is the right program for them. Generally, the superior DLAMP candidate:

- Has a broad and varied history of experience:
  − In multiple organizations, commands, or Defense agencies,
  − At various organizational levels (operating, staff, headquarters),
  − In a range of related occupational areas, and
  − At multiple geographic locations.
- Has an outstanding performance record and has progressed through positions of increasing responsibility at a faster pace than his/her peers.
- Has leadership and managerial experience that has demonstrated the competence, confidence, and motivation to be a bold and innovative leader in the public sector.
- Sees value in life-long learning
  − Has succeeded in rigorous programs of formal education, training, and self development,
  − Has one or more degrees in fields related to his/her occupational specialty,
  − Has successfully completed Component-sponsored leadership programs and other developmental activities toward attaining career goals, and
  − Is willing and able to devote time to further study at the graduate level.
- Is motivated to succeed, and is willing to challenge himself/herself to do so.

Where can I find more information?

Additional Information. Interested applicants can find additional information about DLAMP on our website at www.cpms.osd.mil/dlamp. Information is also available from your Component, as follows:

Component	Phone	Component Website
Department of the Army	(703) 325-7261	http://www.cpol.army.mil/library/train/catalog/ch04dlamp.html
Department of the Navy	(202) 685-6675	http://www.donhr.navy.mil/Employees/career_development.asp
Department of the Air Force	(210) 565-2524	http://www.afpc.randolph.af.mil/cp/DPKD/DLAMP/Default.htm
Fourth Estate (OSD, Defense agencies and activities)	(703) 604-5968/ 604-6834	http://hrd.whs.mil/page.cfm?info=268 Call your agency training coordinator for additional information
Intelligence agencies: **NSA** **DIA** **NGA**	 (410) 854-4923 (202) 231-1921 (314) 263-4021	None available; call your agency training coordinator for additional information